



*“Diversity is being invited to the party.
Inclusion is being asked to dance.”*
– Vernā Myers



The Association of Legal Administrators is the nonprofit trade organization representing professionals in legal management.



Inclusion = Success

- Organizations are struggling with recruitment and retention; closely examine the inclusion aspect of the work environment to improve measurements.
- The best way for a firm to convince women and other diverse attorneys that they can succeed is to have a leadership structure that features attorneys like them. When young diverse lawyers look up, they want to see successful women, black, Latino, Asian and LGBT leaders. They want to know that there’s an opportunity for them, too, to reach that level.⁴
- Giving diverse attorneys a platform to lead – supported and funded by the firm – may identify and propel a new generation of leaders that reflects demographically what law firm management should be.⁴
- In most law firms, professional development and diversity and inclusion are separate initiatives. Instead of having committees for both, invite a group of lawyers and professionals from both areas to join an advisory group to share perspective and thoughts – and then ask participants to set a living example for others. While subtle, the minor change can be a powerful way to shift the focus to behavioral outcomes.¹⁰

ALA is the undisputed leader serving the business of law, and the people managing those businesses. ALA focuses on delivering cutting-edge management and leadership events, tools and services for the global legal community. ALA is where the business of law gets personal, offering powerful opportunities for knowledge and networking that link productivity with profitability.

Led by its Committee on Diversity and Inclusion, ALA is committed to this initiative within the organization, its membership and the legal profession as a whole – including but not limited to differences of race, personality, geography, ethnicity, culture, national origin, color, gender, sexual orientation, gender identity, age, ability, political or religious affiliation, and socioeconomic or military status.

A full library of free, dynamic resources can be found at alanet.org/diversity. The **Diversity & Inclusion Scorecard for Law Office Administrators** provides best practices, examples and offers a tool to measure your current efforts. Utilize the Scorecard to earn the “We Participate” seal for your website, along with recognition validating your firm’s achievement. Contact the Committee on Diversity and Inclusion at diversity@alanet.org.

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Why DIVERSITY?

The Business Case for Diversity and Inclusion



Diversity & Inclusion

Association of Legal Administrators

What Is Diversity?

Diversity is about recognizing, respecting and valuing differences based on ethnicity, gender, color, age, race, religion, disability, national origin and sexual orientation. It also includes an infinite range of individual unique characteristics and experiences, such as communication style, career path, life experience, educational background, geographic location, income level, marital status, military experience, parental status and other variables that influence personal perspectives.

These life experiences and points of view make us react and think differently, approach challenges and solve problems differently, make suggestions and decisions differently, and see different opportunities. Diversity, then, is also about diversity of thought. And superior business performance requires tapping into these unique perspectives.¹



Homogeneity may adversely affect behavior.

Perhaps we should not be asking about the business case for diversity, but instead, the case against homogeneity. Evan Apfelbaum, the W. Maurice Young Career Development Professor of Management and an Assistant Professor of Organization Studies at the MIT Sloan School of Management, says, "Emerging research suggests that homogeneity can lead individuals to underestimate the actual complexity of group tasks because they assume that others' behavior is more predictable than it actually is." See more at mitsloanexperts.mit.edu/diversity-in-the-workplace.

Why Diversity?

- Clients are asking firms to provide evidence of their diversity policies and initiatives.² Vendors may require it.
- Among companies with more than \$10 billion in annual revenues, 56% strongly agreed that diversity helps drive innovation.³
- Diversity is an area in which law firms have traditionally not competed well.⁴
- Diversity jolts us into cognitive action in ways that homogeneity simply does not.⁵



For every 1% rise in the rate of gender diversity and ethnic diversity in a workforce, there is a 3% and 9% rise in sales revenue, respectively.⁶

- When teams had one or more members who represented a target end user, the entire team was as much as 158% more likely to understand that target end user and innovate accordingly.⁷
- The importance and value of a more diverse and inclusive legal profession goes well beyond dollars and cents. A diverse and inclusive legal profession is fundamental to social justice.⁸
- Diversity is associated with increased sales revenue, more customers, greater market share and greater relative profits.⁹
- There are five generations in the workforce today – unprecedented in history – and profitable processes demand the ability to effectively manage cross-generationally.

Resources

1. Chubb Insurance Group, Business Case for Diversity: chubb.com/diversity/chubb4450.html
2. Why Diversity Matters. catalyst.org/knowledge/why-diversity-matters
3. Forbes, Fostering Innovation Through A Diverse Workforce. images.forbes.com/forbesinsights/StudyPDFs/Innovation_Through_Diversity.pdf
4. Embrace Diversity as a Business Imperative newyorklawjournal.com/id=1202716439212/Embrace-Diversity-as-a-Business-Imperative?slreturn=20150111114412
5. scientificamerican.com/article/how-diversity-makes-us-smarter/
6. American Sociological Association. Study: Workplace Diversity Pays. asanet.org/press/diversity_pays.cfm
7. The evidence is growing – there really is a business case for diversity. ft.com/intl/cms/s/0/4f4b3c8e-d521-11e3-9187-00144feabdc0.html#axzz3TXyBH9RD
8. The Institute for Inclusion in the Legal Profession and the Association of Legal Administrators. theiilp.com/resources/Documents/ILLPBusinessCaseforDiversity.pdf
9. Does Diversity Pay? Research Study: jstor.org/discover/10.2307/27736058?uid=3739736&uid=2134&uid=380961941&uid=2&uid=70&uid=3&uid=380961931&uid=3739256&uid=60&id=21103872172921
10. Motivating Lawyers to Move from Activity to Impact. americanbar.org/content/newsletter/publications/law_practice_today_home/pt-archives/may13/motivating-lawyers-to-move-from-activity-to-impact.html